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Review of the efficiency of the administrative and financial functioning of the United Nations

Progress and impact assessment of management improvement measures

Report of the Secretary-General

Summary

The present report has been prepared in compliance with General Assembly resolution 54/236 of 23 December 1999, in which the Assembly endorsed the recommendation of the Committee for Programme and Coordination that a progress report on the review of the efficiency of the administrative and financial functioning of the United Nations be submitted biennially to the Assembly. The report provides a systematic account of progress and impact achieved by management improvement measures and the obstacles encountered in that effort.

The report reviews management improvement measures across the United Nations global Secretariat. The analysis draws on the first round of quantitative data from the Organization's new online tool for tracking management reforms, the Progress and Impact Reporting System (PIRS).

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I. Introduction

1. As implementation of the Secretary-General's reforms has advanced, the need for better information about the progress and impact of the reform measures has become increasingly acute. This need has notably been reflected in requests from Member States for enhanced reporting and assessment of results. In this context, the present report responds to two specific mandates.

2. The first mandate originates from General Assembly resolution 54/236 of 23 December 1999. In that resolution, the Assembly endorsed the recommendation of the Committee for Programme and Coordination "that a progress report on the review of the efficiency of the administrative and financial functioning of the United Nations be submitted biennially to the General Assembly through the appropriate intergovernmental bodies".[1] In reviewing the Secretary-General's report for 2001 on the subject (A/56/82) the Committee for Programme and Coordination emphasized the importance of "an assessment of the results" of reform measures rather than a listing of projects.[2]

3. The second mandate emerges from the Committee's review of the Secretary-General's report on efficient and effective measures for management improvement (E/AC.51/2002/2).[3] In paragraph 35 of its conclusions, it recommended that "assessment of the results of management improvement measures should receive priority so that future reports would be more focused on impact analysis". In the same paragraph, the Committee also recommended that work should go forward on development of a progress and impact reporting system, "both as a monitoring tool and as a means of assessing more rigorously the impact of management improvement measures".

4. In responding to those mandates, the present report assesses management improvement measures[4] both at Headquarters and at the offices away from Headquarters. It represents a first step towards reorienting the Organization's reporting to address the Member States' focus on results. It also reflects an initial phase in the implementation of the mandate of the Committee for Programme and Coordination to develop a progress and impact reporting system for analytical reporting and to promote the sharing of good practices at the level of the United Nations system. Finally, the report is the result of a systematic data-gathering process under a new methodology that captures information in a format suitable for quantitative analysis and reporting, in contrast with the narrative format often used in the past.

5. The report is divided into six sections. Following the introduction, section II sets out the methodology used to gather and analyse information on management improvement measures. Section III presents an overview of the measures and the main goals that they aim to achieve in fields such as policy change, quality of service delivery, operational efficiency, process streamlining and capacity development. The fourth section focuses on progress towards mainstreaming of management improvements, the impact of the improvements and the obstacles that are impeding progress. The fifth section describes steps towards implementation of a strategy for Secretariat-wide — and later system-wide — reporting on management improvements and their results. The conclusion reached is presented in section VI.

II. A new approach to reporting

A. Methodology

6. The assessment of the results of a programme of work requires a systematic approach to gathering information across the components of that programme. Accordingly, the Management Policy Office of the Department of Management of the Secretariat has undertaken an integrated effort to gather a standard set of information about management improvement measures in the Organization. The tool used to undertake that effort is the Progress and Impact Reporting System (PIRS), developed on the Organization's Lotus Notes information technology platform. Using PIRS online electronic forms, project offices provide self-evaluative information regarding the progress and impact of their initiatives. The information undergoes a quality control process involving review and feedback by the Management Policy Office and is then stored in a central database.

7. The information in the PIRS database is used to analyse the relative progress of the different reform areas, the mainstreaming of new practices into everyday work processes, the types of impacts that measures are achieving and obstacles to progress. This initial round of reporting establishes baseline data for 2002. Subsequent reporting exercises will yield time-series data and generate a corresponding capacity to monitor and analyse year-on-year trends.

8. PIRS impact assessment is intended to serve as a report card for the Organization. Over time, the report card will show advances, retrenchments, detours and breakthroughs. In an empirical manner, it will show whether and to what degree the Secretariat is making progress towards effective service delivery.

B. Reform framework

9. For the 2002 reporting period, offices and departments across the Organization reported 91 management improvement measures, comprising 71 from Headquarters and 20 from offices away from Headquarters.

10. The management improvement measures reflect seven reform areas originating from the Secretary-General's programme for reform. Six areas are taken directly from the original reform proposals (see A/51/950), and the seventh, productivity, stems from the long-term productivity strategy adopted in February 2000 by the Steering Committee on Reform and Management.

11. The reform areas are divided into two categories. The first category includes functional (or "substantive") areas, which reflect the "what" of a measure. Those areas comprise:

- Creating an electronic United Nations
- Building a common services platform
- Strengthening human resources
- Enhancing financial management and introducing results-based budgeting.

12. The second category comprises cross-cutting areas, which focus on the "how" of a measure. As suggested by the label "cross-cutting", they can apply to any functions or offices across the Organization:

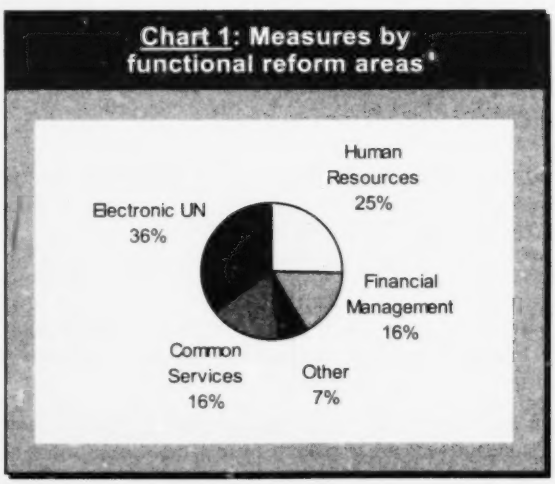
- Promoting delegation and accountability
- Increasing productivity
- Simplifying processes and rules.

13. The functional and cross-cutting categories provide different perspectives on the same set of management improvement measures. For example, "streamlining of information and communication technology procurement procedures" falls under both the "electronic United Nations" functional area and the "simplified processes and procedures" cross-cutting area.

III. Overview of measures by reform areas

14. Almost two thirds of management improvement measures under way in 2002 fall within reform areas that focus on "strengthened human resources" and "electronic United Nations" (see chart 1). That concentration reflects the intense legislative focus by Member States on overall strategies for human resources (resolution 55/258) and information and communication technology (resolutions 54/249 and 56/239).

Chart 1: Measures by functional reform areas



15. Management improvements in those two areas are mostly concentrated at Headquarters; at offices away from Headquarters, efforts are more evenly distributed across those and other functional areas. That difference in distribution is consistent with the role of Headquarters in initiating organizational realignments in response to Member States' priorities.

A. Strengthened human resources

16. As is generally the case for service organizations, the staff of the United Nations are its principal asset. The Organization's human resource strategy, promulgated in 1998 and recognized by the General Assembly in its resolution 55/258, comprises a set of integrated building blocks addressing all aspects of the Organization's management of staff issues. The breakdown of reported measures among building blocks of human resources reform is presented in table 1.

Table 1
Human resources measures

Building block	*No. of measures*
Administration of justice	1
Career development	4
Competencies and continuous learning	3
Conditions of service	4
Human resources planning	2
Mobility	1
Performance management	1
Recruitment, placement and promotion	3
Streamlined rules and procedures	2
Other	2
Total	**23**

17. The 23 measures under implementation in that area are all projected to be mainstreamed by 2007. The measures are relatively long in duration, averaging about 3 years as compared to about 2 years for other areas. The following patterns within the human resources reforms are especially worth noting:

- Within the Secretariat, a cluster of measures comprises the framework for a planned career development system. Staff careers in the past were often dependent on ad hoc decisions and process-driven administrative requirements. The new human resources strategy places staff on focused career paths, starting with orientation and development programmes and structured mentoring support when they first join the Organization. The system also includes training programmes and occupational networks aligned with the Organization's generic competencies. Those elements help to provide the basis for staff to seek professional growth, as well as placement under the new mobility policy

  A complementary element supporting staff development is the recognition of work/life priorities. That includes the ongoing introduction of measures involving staggered working hours, compressed work schedules, scheduled breaks for external development activities, and periodic telecommuting

- Another cluster of human resources reform measures promotes central policy setting and monitoring. Those measures include the development of a new

integrated recruitment, placement and promotion system, and strengthening of performance management through new tools for monitoring and appraisal of managers and staff. A corollary aspect of that approach is the delegation of authority for human resource processes to programme managers, together with the provision of necessary tools to support such decentralization. The introduction of the new Galaxy online recruitment tool and the electronic Performance Appraisal System (e-PAS) are noteworthy examples of such tools

- Several human resources measures have contributed to the development of an integrated stream of electronic information and analysis, which in turn underpins concrete policy and operational measures. That stream begins with automation of human resource data gathering; digitized information is then available as an input for the workforce analysis initiative, which evaluates demographic and other human resources trends in the Secretariat. Such analyses in turn support the human resources action planning initiative, which aims to harmonize all aspects of human resources management across the Organization. The integrated human resources information stream also aligns with efforts to improve workflow applications that manage processes in areas such as home leave, education grant, dependency data and training activities.

B. Electronic United Nations

18. The Organization's information and communications technology strategy aims to use information and communications technology to create, share and disseminate knowledge and to function more efficiently and effectively in a knowledge-based environment. The key elements of the approach set out by the Secretary-General are e-management, knowledge sharing, services to governing bodies, creation of robust infrastructure, system security, reliable field connectivity and internal human capacity-building.

19. The strategy is being implemented under the direction of an Information and Communications Technology Board, supported by specialized task forces.

20. Thirty-two information and communications technology measures support the strategy. The breakdown of measures among the electronic United Nations sub-areas is presented in table 2.

Table 2
Electronic United Nations measures

Sub-areas	*No. of measures*
E-services	9
ICT infrastructure enhancement	3
ICT procurement	2
ICT security	2
ICT standards and methodologies	3
Sharing the knowledge of the Secretariat internally and externally	9
Other	4
Total	**32**

21. The measures under implementation in the area are expected to be fully operational during the period 2005-2006. Most measures are projected to take an average of about two years, versus close to three years for other areas.

22. As shown in table 2, a cluster of measures focusing on infrastructure, security and standardization are strengthening the Organization's technological platform. In e-services, a group of measures are leveraging the current infrastructure to deliver enhanced support for business processes, as in the cases of the automation of the Headquarters Committee on Contracts process and the provision of IMIS functionality via a Web interface.

23. Another cluster of measures aims to extend the functionality of core systems so that they become tools for the global Secretariat. The cluster notably includes several measures to make IMIS accessible to field operations staff around the clock.

24. Measures in information and communications technology procurement standardize and streamline purchasing processes and aim to ensure that hardware and software are procured before they are rendered obsolete by the rapid information and communications technology product cycle.

25. In knowledge sharing, a group of measures aims to enhance the Organization's transparency to, and interaction with, the public and other external partners. Examples include the Open-Access Official Documents System and the Internet Search Engine, which aim to provide greater public access to United Nations publications and other information. Another noteworthy initiative is the Extranet project, which seeks to promote business process integration among United Nations organizations. A United Nations common system directory of senior officials has been implemented as a first step in that effort.

C. Common services platform

26. The principal goal of measures in the common services area is to consolidate administrative support and logistical functions into an integrated platform spanning organizations of the United Nations system. Measures in the area are coordinated by the Common Services Task Force, which is composed of representatives from eight United Nations system organizations (Secretariat, United Nations Development Programme, United Nations Children's Fund, United Nations Population Fund, United Nations Office for Project Services, World Food Programme, Office of the United Nations High Commissioner for Refugees and United Nations Relief and Works Agency for Palestine Refugees in the Near East). The Task Force is supported by thematic working groups whose responsibilities correspond to the sub-areas shown in table 3 below:

Table 3
Common services measures

Sub-areas	*No. of measures*
Archives and records management	2
Personnel services	3
Procurement	5
Transportation operations	3
Other	2
Total	**15**

27. The 15 measures under implementation in the area are projected to be fully operational during the course of 2006. Most measures are projected to take a relatively extended period of time to complete, averaging three years, in comparison to two years for other areas.

28. Common services initiatives pursue their objectives through a variety of approaches, as described below:

- Measures in the archives and records management area focus on shifting from dispersed, paper-based repositories to consolidated digital archives
- Several procurement measures aim to enhance purchasing power through combining requests for proposals across duty stations and through using the lead agency approach to take advantage of agencies' procurement expertise in their respective areas of specialization
- A cluster of measures in the transportation and personnel services areas focus on attaining cost-efficiencies by simplifying processes for shipment of household goods and official travel and through lowered transaction costs associated with online purchasing.

D. Financial management and results-based budgeting

29. Financial management is a key element of the Organization's work, with impact across the programme cycle from initial programme formulation through implementation to monitoring and evaluation. In the context of the introduction of results-based budgeting, a number of measures have been undertaken to streamline business processes. In future, improvements such as simplified budget formats and greater flexibility in resource allocation within the budget will increasingly make their effects felt in enhancing operational efficiency. Such improvements are important because core programme activities often cannot proceed unless financial procedures are first completed.

30. The breakdown of measures within the financial management area is shown in table 4 below:

Table 4
Financial management measures

Sub-areas	*No. of measures*
Financial analysis	6
Introduction of logical framework	4
Mechanisms to support implementation of results-based budgeting	2
Other	3
Total	**15**

31. The 15 measures under implementation in the area are all expected to be mainstreamed by 2007. The measures are relatively brief in duration, averaging less than two years.

32. Of the measures reported in the area, most are being implemented in line departments or at offices away from Headquarters. That shift towards decentralization reflects initiatives to increase programme managers' administrative flexibility under the Organization's new financial regulations and rules.

33. Most measures relate to the areas of payroll, financial reporting and management of invoicing. The initiatives mainly focus on enhancing productivity through digitization or technology upgrades and on streamlining rules and procedures.

34. There is scope in the area for additional initiatives in future, such as the introduction of time standards in administrative processing, or the delegation of authority for a more extensive array of financial responsibilities.

E. Cross-cutting reform areas

35. Analysis of the cross-cutting reform areas provides insight into the ways in which management improvement measures achieve results across offices and functions. Almost half of the current measures are focused on productivity (see chart 2). Of those, three quarters contribute primarily to information technology and common services goals.

36. It is noteworthy that productivity is the only reform area under the current reporting exercise that did not explicitly originate from the Secretary-General's original reform programme. At the same time, productivity reflects the Secretary-General's emphasis on the need for the Organization to "do more with less". In response to that priority, the Steering Committee on Reform and Management adopted a long-term productivity strategy in 2000. The strategy delineates the responsibilities of managers and staff to mainstream productivity practices into the Organization's everyday work. In support of that strategy, the Department of Management has published a Productivity Handbook to promote understanding of productivity as a core managerial function.

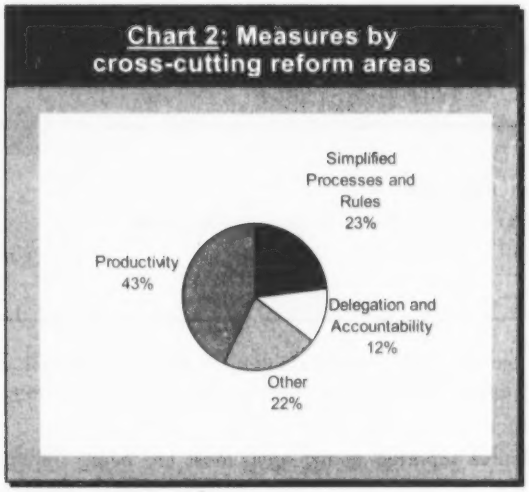


Chart 2: Measures by cross-cutting reform areas
Simplified Processes and Rules 23%
Productivity 43%
Delegation and Accountability 12%
Other 22%

IV. Analysis: progress, impact and obstacles

37. The reporting framework used in the present report assesses the results of management improvement measures in terms of progress and impact.

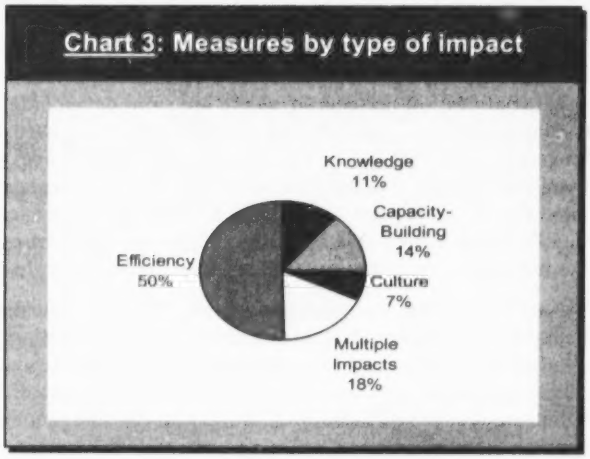
38. That approach captures the progress of measures through (a) assessment of steps towards mainstreaming, and (b) indicator-based evaluation. Mainstreaming is assessed based on the degree of completion of measures and the integration of practices that they promote into everyday work processes. Indicator-based evaluation involves the setting of verifiable targets for each measure and the corroboration of achievement of those targets. The present reporting exercise establishes an initial set of indicator targets that project offices will pursue over the coming year. Future versions of the report will evaluate actual rates of achievement against those targets.

39. Impact analysis is presented in terms of the benefits that measures generate for the Organization. That appraisal of impact offers a response to the question "The project has been completed and its practices have been mainstreamed, but what difference does that make?"

40. The report assesses four types of impact:

- *Capacity-building*. The measure strengthens the Organization's capabilities, enabling it to deliver new types of services and/or higher quality for existing services
- *Culture change*. The measure changes attitudes and promotes innovative ways of accomplishing mandated objectives
- *Efficiency improvement*. The practices introduced by the measure achieve results more quickly or are more cost-effective
- *Knowledge enhancement*. The measure generates organizational information to support better decision-making.

Chart 3 shows the breakdown of management improvement measures by type of impact. The focus of half of the measures on efficiency reflects the Organization's efforts to deliver more value to its constituencies in a timely fashion.



41. Impact is not limited to the implementation timeline for a given measure. More often, the benefits extend over a much longer period. In the human resources area, investments in training and professional development of staff pay dividends to the Organization over the duration of a career. Investments in information technology infrastructure are progressively amortized as the infrastructure is used to provide additional online services, and initiatives such as back-office consolidation in the Common Services area will continue to generate savings for the Organization indefinitely.

A. Human resources

Progress and impact

42. Overall, human resources management improvement measures are relatively advanced compared with other substantive areas. About 60 per cent are in progress and some 40 per cent are completed or mainstreamed. In the other areas taken together, about 70 per cent are in progress and 30 per cent are in different stages of completion.

43. Among the 10 building blocks of human resources reforms, most measures have been completed and are being mainstreamed in four areas: mobility policy; performance management; career development; and recruitment and placement.

44. In terms of impact, half of human resources measures aim to build capacity or to improve the Organization's culture. In comparison, only one tenth of measures in other areas focus on capacity-building or culture. An additional one third of human resources measures are intended to increase efficiency. As regards the core substance of human resources management issues, there is a clear shift in management culture, reflected by a devolution of responsibility to programme

managers. With respect to human resources process management, there is a strong focus on capacity-building.

45. The most significant initiatives in the human resources area concern staff selection, both in terms of process, with the full digitization of recruitment through the introduction of the Galaxy system, and in substantive terms, with the introduction of competency-based recruitment. The Galaxy system received over 155,000 applications during 2002 for some 600 vacancies posted; the applicants represent 190 nationalities, 60 per cent of whom are from developing countries. In addition, 174 competency-based generic job profiles have been used to create job descriptions covering over 2,000 posts. That standardization improves efficiency by saving staff time that would have been required to prepare and update hundreds of job descriptions. Another aspect of the combined impact of those measures during the period May-December 2002 was the reduction by 47 per cent of the average number of days required to recruit a new staff member (from 275 to 147 days).

46. It should also be noted that the deployment of Galaxy across the global Secretariat did not occur without difficulties. A number of duty stations encountered problems with accessing the system and integrating it into their business functions. As a result, the recruitment process was delayed in those instances. The lessons learned from that experience will need to be integrated into the planning of similar system-level application deployments.

47. In human resources planning, the new action planning mechanism has been mainstreamed as a standard instrument across the Secretariat since 1999. That initiative, in combination with the introduction of workforce analysis tools, helps managers to plan, set targets and monitor progress. The result of the introduction of those systems can be seen in part in the improvements in geographic distribution, vacancy rates and gender balance.

48. In the area of staff career development, most measures are in various stages of completion and mainstreaming, and focus their impact on capacity-building.

49. In performance management, the new electronic Performance Appraisal System (e-PAS) has been introduced throughout the Secretariat as of 1 April 2003, as scheduled. That new real-time online system represents a significant efficiency improvement over the old paper-based process, which required time-consuming manual tabulation, detracting from the timeliness and reliability of information.

50. The streamlining and digitization of rules and procedures has been completed and fully mainstreamed. The introduction of the electronic Human Resources Handbook, online access to Secretary-General's bulletins, administrative instructions and information circulars, and web-enabled administrative forms has resulted in cost savings through elimination of hard copy publications.

51. In the sub-area of mobility, a new policy requiring rotation between posts at least every five years took effect in May 2002; its actual impact will therefore begin to be felt in 2007. In the interim, mobility is being enhanced through the managed reassignment programmes for junior professional staff, resulting in the rotation of 60 staff to new positions in 2002.

Obstacles

52. As in all change management efforts, despite the progress made and impact achieved, human resources reform initiatives have encountered problems. A third of the measures in the area face obstacles owing to resistance to change. In contrast, that obstacle affects only four of the 68 measures in other areas. Another quarter of human resources measures face the related problem of lack of cooperation from other offices. Such resistance reflects the pervasive impact of human resources measures on such sensitive areas as the authority of entrenched interests and staff career advancement prospects.

53. Other human resources measures face obstacles owing to limited human and financial resources. One consequence of that problem has been the delay of implementation of measures such as the continuous learning initiative and the client satisfaction survey.

54. A cluster of human resources measures are dependent on information technology support for their timely implementation. They include initiatives such as Galaxy, e-PAS, digitization of personnel data and automation of staff benefit processing. Because of the resource-intensive nature of information and communications technology-based initiatives, the future progress and impact of such measures are reliant on budgetary support in terms of both human resources and information technology services.

B. Electronic United Nations

Progress and impact

55. The implementation of electronic United Nations measures is less advanced than measures in other areas; about 80 per cent of measures are in progress and the remainder are completed or mainstreamed. In contrast, some 60 per cent of measures in other areas are in progress, with the remaining 40 per cent being completed or mainstreamed. That reflects the relatively recent start to many measures under the new information and communications technology strategy: about two thirds of electronic United Nations measures began in 2002, whereas most measures in other areas began earlier.

The Organization's information and communications technology strategy aims to transform technology into a key business enabler and to deliver tangible improvements in the way the Organization and its stakeholders use and share information. The priority areas of the strategy support those goals in a number of ways.

56. In e-Services, six out of nine measures aim to improve efficiency, reflecting the customary use of information and communications technology to accelerate and simplify existing work methods. For example, the "electronic distribution of pay advice" measure has pioneered the same-day distribution of digital payslips to 1,500 staff of Nairobi-based offices and agencies (including 50 per cent located in out-posted offices from Japan to Brazil), replacing what had been a slow paper-driven process. Another trend is the use of web technologies in most measures. Because web-based services can be accessed using a standard browser, the Organization realizes significant savings through such measures by avoiding the costly process of installing new software on individual computers.

57. In information and communications technology security and standards and methodologies, the impact is focused on capacity-building. Examples include the information and communications technology business continuity plan, which is designed to ensure that the Organization's most vital systems continue to operate in an emergency situation, and the establishment of global LAN/WAN standards to support interoperability of systems across locations and business units.

58. Infrastructure measures aim to provide a global platform for delivery of information and communications technology services, as in the case of the Integrated Management Information System (IMIS) field access initiative, which aims to increase the share of field offices with IMIS capability from 15 per cent at the end of 2002 to 85 per cent at the end of 2003.

Obstacles

59. Measures towards an electronic United Nations encounter resource constraints more than other measures: about one third are affected by limited human and financial resources, as compared to roughly one quarter in other reform areas. That reflects the impact of the reductions in financial support for information and communications technology by the General Assembly in 2002.

60. The reductions hit the area especially hard because of the high resource intensity of information and communications technology measures. Moreover, the Organization's budget process does not align with timelines driven by rapid technological development. For example, under the two-year budget cycle, projects decided on at the outset of the cycle are locked in with only limited scope for adjustment in response to technological innovations that emerge over the budget period. Finally, such constraints are of particular concern owing to the leveraging effect of information and communications technology investments on management improvements across the Organization; information and communications technology is a central element of numerous measures in the areas of human resources, common services and financial management.

C. Common services platform

Progress and impact

61. Common services measures tend to be less advanced than measures in other areas: about a sixth have either been completed or mainstreamed, as compared to a third in other reform areas. That difference reflects the challenges inherent in coordinating the implementation of measures across multiple organizations.

62. Quantitative indicator targets have been set for five measures promoting common services frameworks. The measures aim to increase the number of organizations or duty stations participating in the frameworks from an average of seven at the end of 2002 to 11 at the end of 2003.

63. The impact of most measures focuses on improving efficiency. Of 15 measures, 12 aim to reduce administrative costs (of which four report cost savings already achieved). That is in alignment with the nature of common services measures, which typically aim to generate efficiencies through consolidation of overhead costs, standardization and economies of scale, notably in procurement.

Obstacles

64. The most significant obstacle affecting common service initiatives is structural impediments, i.e., incompatibilities between management improvements and pre-existing structures and procedures. Five common services measures face that obstacle. That compares to a total of two in all of the other reform areas. In four of those cases, the implementing offices attribute the structural impediments to reservations expressed in oversight reports about introduction of new operational procedures. The other notable obstacle in the area is limited human and financial resources.

D. Financial management and results-based budgeting

Progress and impact

65. Measures in the financial management and results-based budgeting area are relatively advanced; almost two thirds have been completed or mainstreamed into the Organization's everyday work processes.

66. The impact of the majority of the measures is on improving efficiency; the remainder aim to enhance organizational knowledge. In all cases, offices impact was achieved by devising new technological solutions to address specific limitations of IMIS or to complement its functionality.

Obstacles

67. About half of the measures in the area encountered obstacles owing to resource constraints. Further implementation challenges can be anticipated in future, as time will be needed to change the financial management culture towards a focus on outputs and achievements as opposed to inputs and planning.

V. Steps towards a new management improvement strategy

68. The Organization has taken deliberate steps during the past year to strengthen its reporting on management improvement measures. The implementation of PIRS by the Department of Management for the first time permits systematic gathering of data about management improvement measures and quantitative analysis of their results, as presented in the present report.

69. The new approach enables the Organization both to capture good management practices for replication and to identify obstacles to implementation for purposes of addressing the obstacles and identifying lessons learned. The PIRS system also provides programme managers with an integrated overview of the reform initiatives in their area, allowing them to provide strategic direction and support to targeted measures.

70. This initial PIRS report establishes baseline data, including setting progress targets for the present year. Subsequent reports will assess progress achieved against those pre-set targets and yield time-series data and corresponding trend analyses. The set of measures covered by the system will also expand to encompass the new reform efforts under the Secretary-General's report on strengthening the Organization: an agenda for further change (A/57/387).

71. Finally, those steps constitute the initial stage of implementation of the management improvement strategy described in the Secretary-General's aforementioned report on efficient and effective measures for management improvement (E/AC.51/2002/2). The report proposed the creation of a database to aggregate and analyse information about management improvement measures across the United Nations system. The Committee for Programme and Coordination endorsed that proposal. The implementation of the PIRS system, in addition to supporting analysis of management improvement measures within the Secretariat, represents the first building block of a system to capture such efforts from across the United Nations common system. However, implementation of that work is contingent on the timely availability of resources.

VI. Conclusion

72. The present report offers an overview of the current progress and impact of management improvement measures across the Secretariat. Over the coming years, many of the measures reviewed herein will be completed and mainstreamed. At the same time, the Organization will pursue its efforts to promote new initiatives in the area in order to sustain the process of continuous improvement.

73. **The Committee for Programme and Coordination may wish to take note of the work in progress towards implementing the Secretary-General's management reform programme.**

Notes

[1] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 16* (A/54/16), para. 15.

[2] Ibid., *Fifty-sixth Session* (A/56/16), para. 15.

[3] Ibid., *Fifty-seventh Session* (A/57/16), paras. 27-35.

[4] In resolution 56/253 (paras. 26-27), "management improvement measures" encompass "efficient and effective management practices".